



The Team Management Profile Tour: Interpreting the Quantitative and Qualitative Feedback

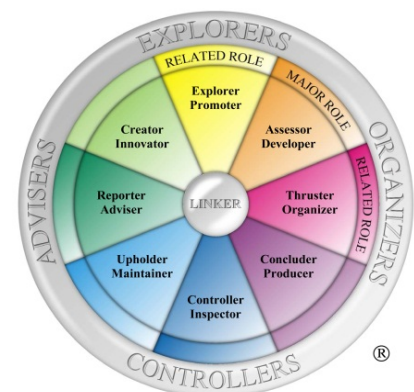
This tour of the Team Management Profile describes the graphical, narrative and quantitative parts in detail. Once you understand the mechanics of the Profile you will find it easy to interpret the data and feed back the information to your clients. There is a wealth of information for an individual to consider and your role is to help them understand the implications of the Profile and how it might assist them in personal, team or organizational development.

The Team Management Profile is divided into a number of different sections:

- Cover Sheet – a graphic of the Team Management Wheel showing the major role and two related roles
- Introduction – a summary of the eight Types of Work functions along with the raw and net scores for the four work preference measures
- Overview – a broad-picture summary of the key features of this major role
- Leadership Strengths – key points on how these preferences relate to leadership
- Decision-Making – key points on how these preferences impact decision-making
- Interpersonal Skills – key points on how these preferences define the respondent's approach to others
- Team-Building – important points to help the respondent focus on team management aspects
- Areas for Self-Assessment – four key paragraphs to plan personal development
- Key Points of Note – around 20 key 'one-liners' that are ideal for sharing with others
- Related Roles – important paragraphs that show how related roles may impact the major role preference
- Work Preference Distribution – shows the relative strengths of all eight work functions by mapping the respondent's scores into percentages around the Types of Work Wheel
- Linking – this section concentrates on Pacing, one of the most important concepts in Linking
- Norm Data – this part of the Profile compares the respondent's scores with others who have completed the Team Management Profile Questionnaire

Sample Profile Page 1: Cover sheet

The cover sheet shows the Team Management Wheel, highlighting the major role (Assessor-Developer) and two related roles (Explorer-Promoter and Thruster-Organizer).



Sample Profile Pages 1–3: Introduction

Pages 1–3 summarize the key characteristics of the eight Types of Work functions and also present the four key work preference measures. These work preference measures for the sample Profile are shown in the adjacent diagram.

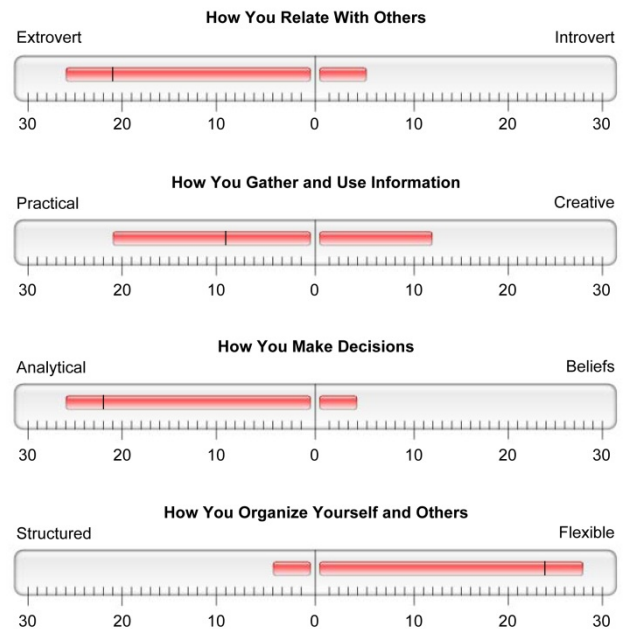
The ends of each red bar indicate the raw scores for that measure; for example the raw score for E is 26 and for I it is 5. The net score is marked as a vertical black line along the red scale; for the E–I measure this line shows a net score of 21 towards the E–end of the scale.

The raw scores are:

E 26 I 5; P 21 C 12; A 26 B 4; S4 F 28

The net scores are:

E 21 P 9 A 22 F 24



Sample Profile Pages 4–5: Overview

These pages introduce the general characteristics of the major role and set the scene with general descriptions of how the respondent prefers to approach issues at work.

Sample Profile Pages 6–7: Leadership Strengths

This is generally a one–page summary of how the scores for this particular Assessor–Developer preference define the respondent’s approach to leadership. For example, part of this section states:

As a leader, you will have an easy–going style and people around you will find it relatively easy to talk to you.....You are usually resourceful and often good in face–to–face situations requiring entrepreneurial, diplomatic or negotiation skills...

Sample Profile Pages 8–9: Decision–Making

This is generally a one–page summary of how the scores for this particular Assessor–Developer preference define the respondent’s approach to decision–making. For example, part of this section states:

One of your strengths is the way you assess information. Your analytical approach enables you to stand back and look at the data in an objective way.....You will be pragmatic, judging activities on their interest to you and will gather a tremendous amount of facts about such things....

Sample Profile Pages 10–11: Interpersonal Skills

This is generally a one–page summary of how the scores for this particular Assessor–Developer impact others. For example, part of this section states:

Assessor–Developers are easy people to be with because they do not get too worried or

anxious. They don't like to be drawn into major conflicts where they have to impose their will upon people...

Sample Profile Page 12: Teambuilding

This is generally a one-page summary on key points for teambuilding. For example, part of this section states:

Depending on the nature of the job, you will probably need someone who can supply a range of ideas and a Creator-Innovator is a person you should seek out. When it comes to making the ideas work, you are usually at your best, but operating the ideas on a regular basis requires someone from the Concluder-Producer sector...

Sample Profile Page 13: Areas for Self-Assessment

Generally, there are four paragraphs here based on the four work preference measures. Ideas are given that may form the basis of a personal development plan.

Sample Profile Pages 14–15: Key Points of Notes

This section has 23 key points that summarize how the respondent's preferences are likely to impact important situations at work. These points are often shared among team members when team development plans are discussed. Some of the points in this sample Profile are:

- *You learn by doing*
- *You will often get your best thoughts when talking, rather than writing or thinking alone in your office*
- *You may need deadlines to motivate you to produce the final product or output*
- *You will tend to be adaptable, pragmatic and flexible, in putting forward a view*

Sample Profile Pages 16–17: Related Roles

Here the text focuses on the related roles and shows how these become important in certain situations. For example, in this sample Profile it says:

It is when you place emphasis on your extroversion and flexible preferences you are likely to wear your Explorer-Promoter 'hat'.....When acting in your Thruster-Organizer role you will want to set objectives and work to a plan, based wherever possible on experience and well-tested procedures. Reason, logic and analytical systems will be important to you.....

Sample Profile Pages 18–19: Work Preference Distribution

This section shows how a respondent's scores are mapped onto the Types of Work Wheel. It assigns 100 percentage points to the eight Types of Work functions based on probabilities.

This diagram shows that the Developing and Promoting functions are the most important ones and that this respondent would enjoy focusing most of their activities in these areas.



Sample Profile Pages 20–21: Linking

This section highlights ways that others should interact with the respondent if they want to establish a 'pacing loop' that will result in more effective communication. Often team members share these points in order to learn how best to interact with one another – in team meetings and at work in general.

Sample Profile Pages 22–24: Norm Data

This part of the Profile compares the respondent's scores with others who have also completed the Profile Questionnaire. Scores may be compared against over 170 data samples including worldwide, gender, professional area, industry, country and regional area samples.

For example, in this sample Profile the respondent's scores are compared with Worldwide, Australian, USA and South East Asian data. Looking at USA data, only 3.2% of people are more extroverted than the respondent whereas 99.8% are more structured. Median data is also provided for the same groupings.